

# Diversity, Equity and Inclusion Strategy 2023–2026

Reflective of Tasmania Today



## Acknowledgement of Country

The Tasmanian Government acknowledges and pays respect to the Tasmanian Aboriginal people as the traditional and original owners and continuing custodians of lutruwita/Tasmania. We honour Tasmanian Aboriginal elders, past and present as the first peoples of this Land and recognise the deep history and culture of this Island. We recognise and value Aboriginal histories, knowledge and lived experiences and commit to being culturally inclusive and respectful in our working relationships with all Aboriginal people.

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We aspire to be a truly varied workforce where diversity powers greater collaboration and innovation, and inspires high quality service that reflects the valuable differences within the Tasmanian community.

In a genuinely inclusive organisation people can work together effectively without fear or discomfort, and when workplaces proactively accommodate different needs, everyone can thrive professionally.



## Message from the Secretary

An organisation that values everyone's contribution and talents will improve employee engagement, job satisfaction, innovation, service delivery and provide a return on investment.

Diversity, equity and inclusion support our department's commitment to promote full participation in our communities and foster and promote a high performing public service. Inclusion is also one of our Agency values, and we strive to always treat our colleagues, clients and stakeholders with respect and acknowledge the importance of difference.

This commitment is demonstrated through workplace diversity, equity and inclusion actions, plans and initiatives that help us to:

- ensure equitable access to employment opportunities and outcomes for all people
- raise individual consciousness and build competency to work with and manage diversity, inclusion and equity
- engage with and reflect on the communities we serve
- provide an exemplary employee experience.

The Department has an important leadership role to play in ensuring that our culture and day-to-day practices are as inclusive as possible for all employees. We will monitor our progress against this strategy and continue to identify ways of realising our commitment to creating a supportive and inclusive environment for all Departmental employees.

I ask all employees to actively look for opportunities to support our goals by:

- engaging diverse talent and enabling high performing teams
- ensuring multiple perspectives in the design and delivery of policy, programs and services
- practicing inclusive leadership
- encouraging others to attend education opportunities and build inclusive practices.

The strategy will be driven from the top, with visible leadership and accountability. Ultimately, the goal is to make diversity, equity and inclusion part of everything we do, with success depending on everyone in the Department playing their part.

As Secretary, I am proud to lead the organisation in this vital area. Our Agency Executive shares in our vision of being reflective of Tasmania today and are committed to progressing the important work set out in this strategy and supporting documents.

**Ginna Webster**  
Secretary  
Department of Justice

The Department of Justice is already a diverse Department, and we have much to celebrate. But to ensure that diversity, equity and inclusion are at the heart of our workforce, we must continually challenge ourselves.

The success of any organisation depends upon its ability to recognise and draw strength from the diversity of its workforce. The benefits of a diverse, equitable and inclusive workforce are increasingly being recognised across public, private and not-for-profit sectors as a critical contributing factor to organisations' success and sustainability. To effectively provide services to the Tasmania of today we must be reflective of the diversity within the Tasmanian community.

This Strategy replaces the 2020 Diversity and Inclusion Strategy under which we have already made good progress in a number of priority areas. This has included:



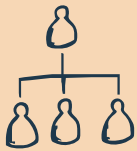
The establishment of the Department's LGBTIQ+ Action Plan and Gender Respect and Fairness Action Plan



Becoming a member of Diversity Council Australia



The establishment of aspirational actions within targeted programs of work to address any imbalances



A significant increase of women's representation in management roles within the Department

930 employees identify as women within the Department



The Secretary's commitment to enabling and embedding inclusion, with the launch of the Department's first Diversity and Inclusion Strategy



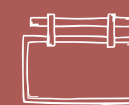
Our Department's focus on face-to-face training and engagement with diverse communities to increase our learning about the Tasmanian community



Establishment of community and workplace reference groups, made up of members with lived experience, that have co-designed policies and programs to further promote diversity, equity and inclusion



10 positions across the Department filled from the Disability Employment Register



Installation of Acknowledgement of Country plaques in Department facilities around Tasmania

# What do we mean by diversity, equity and inclusion?

**Diversity** is about what makes each of us unique and includes our backgrounds, personality, life experiences and beliefs; all the things that make us who we are. It is a combination of our differences that shape our view of the world, our perspective and our approach.

Diversity is also about recognising, respecting and valuing differences based on ethnicity, gender, age, culture, religion, disability and sexual orientation. It encompasses a wide range of individual unique characteristics and experiences such as communication style, career path, life experience, educational background, geographic location, income level, marital status, parental status and other variables that influence personal perspectives.

**Equity** is often used interchangeably with equality, but there is a core difference. Where equality is a system in which everyone is offered the same opportunities regardless of circumstance, equity distributes resources based on needs. We live in a disproportionate society and equity tries to correct this imbalance by creating more opportunities for people who have historically had less access.

**Inclusion** occurs when people feel and are valued, respected, seen and heard, regardless of their personal characteristics or circumstance. Where they:

- have the opportunity to fulfill their individual and combined potential
- have access to opportunities and resources
- can contribute their personal best in every encounter
- can contribute their perspectives and talents to improve their organisation
- can bring far more of themselves to their jobs
- have a sense of belonging.

**Equal Opportunity** means that every person can participate freely and equally in areas of public life such as in the workplace, education or accessing goods and services, without disadvantage or less favourable treatment due to their unique attributes.

Everyone in the workplace has rights and responsibilities under the *Tasmanian Anti-Discrimination Act 1998* which prevents discrimination, offensive, humiliating, intimidating, insulting or ridiculing conduct, sexual harassment, incitement or victimisation.

Equal opportunity is an integral part to the elements of the employment life cycle applicable to recruitment, retention, performance management, promotion, talent identification, succession planning, remuneration, professional development and end of employment.

**Intersectionality** refers to a way of seeing people's experiences as shaped by (but not limited to) their race, socio-economic background, sex, gender, and sexuality all at the same time. This overlap or combination of differences make up a person's unique identity. Identities within an individual may come, go or converge depending on time or place (for example life stages). The point of understanding intersectionality is to understand the variety of privileges and/or forms of discrimination or exclusion that one may experience simultaneously at any given time (for example gender and race together).

# Our diversity, equity and inclusion vision

Our diversity, equity and inclusion vision in the Department of Justice is to be reflective of Tasmania today.

We aspire to achieve a truly varied workforce that reflects the valuable differences within the Tasmanian community. Our diversity powers greater collaboration and innovation and inspires high quality service for all Tasmanians.

We aspire to be a genuinely inclusive organisation, where people work together effectively without fear or discomfort. When workplaces proactively accommodate different needs, everyone thrives professionally.

We will achieve our vision to be reflective of Tasmania today by focusing our efforts on three strategic goals:

## 1. A diverse workforce

- Improving the representation of diverse genders and people from diverse backgrounds in all positions.
- Understanding and addressing any structural barriers (real or perceived) to employment and potential employment, due to personal circumstance or characteristics.

## 2. An inclusive workplace culture

- Fostering a workplace culture that is inclusive, collaborative, and respectful, and supports the talent and diversity of our people.

## 3. Inclusive service delivery

- Create representation and public image as a diverse, equitable and inclusive workplace with respectful service that best provides for the Tasmanian Community.

The Diversity, Equity and Inclusion Strategy sits under and aligns with the Department's People Strategy. Diversity, equity and inclusion will continue to form a strong part of all People Strategy policies, programs and initiatives.

## Relevant Strategies, Action Plans and Frameworks:

*State Service Act 2000*

State Service Diversity and Inclusion Policy

State Service Diversity and Inclusion Framework

Tasmanian State Service Aboriginal Employment Strategy

Department of Justice People Strategy 2020–2025

Department of Justice Gender Respect and Fairness  
Action Plan

Department of Justice LGBTIQ+ Action Plan

## How we will be accountable, and measure our progress and growth

We will do this by:

- ▶ establishing an accurate workforce profile and longitudinal data (evidence based) to measure and track performance
- ▶ setting measurable targets and ensuring accountability for meeting our goals
- ▶ reporting regularly to reference groups and steering committee.

## What do we want to achieve?

We are committed to building a workforce that is genuinely inclusive and better represents the diversity of the Tasmanian community it serves. The Department aims to ensure that government policy and programs are inclusive for all Tasmanians and continually strives to match this effort internally. While we have made some progress towards this aim, there is still much more to do. The Diversity, Equity and Inclusion Strategy provides an opportunity to acknowledge the challenges and opportunities ahead of us and lays the foundation for further improvement.

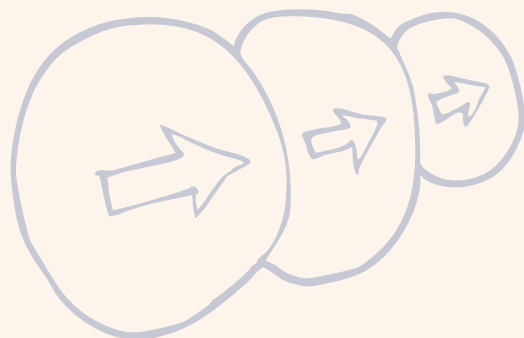


# Governance, collaboration and sponsorship

To achieve our objectives, leadership and commitment are required across all levels of the organisation. Responsibility for driving change and implementing the actions identified under this strategy is shared by all Department of Justice employees.

Responsibilities assigned to specific groups and individuals are listed below, but in addition the Department will:

- continue to embed a governance model that will drive the strategy
- bring together a coalition of representatives from the Executive (or their nominees) in the People, Culture and Inclusion Steering Committee to drive the strategy and ensure that initiatives are co-designed in partnership with both lived experience and workforce voices
- provide an authorising environment that enables all employees to initiate inclusive practices and actions in their work area
- hold leaders accountable for the delivery of outcomes
- support implementation of the strategy, including through the provision of resources to drive change
- embed the actions above so that the strategy is accessible and visible across our Department and change is sustainable.



**Executive sponsors and champions** will be appointed by the Secretary, Department of Justice for all key priority areas including gender, disability, Aboriginal, LGBTIQ+, culturally and linguistically diverse (including faith) and age. Sponsors and champions will promote and support our diversity, equity and inclusion initiatives and efforts, provide strategic direction, and have oversight of the Department's overall performance in these priority areas.

**Output Managers, Senior Managers, Team Leaders, and Supervisors** will be accountable for demonstrating leadership and actively developing competency in working with and managing diversity. The Department will continue to support inclusive leadership as a key management capability.

**HR Organisational Development and Design unit** will provide succinct performance reports to the People, Culture and Inclusion Steering Committee to further inform, prioritise, resource, improve or sustain performance. The HR Organisational Development and Design unit will drive and deliver the work as a result of the strategy and associated action plans.

The HR Organisational Development and Design unit will advise and assist work areas across the Department to implement initiatives from the strategy, relevant to their respective work function, and take into consideration their context and challenges.

**Departmental reference groups and committees** will provide insight and have input and influence. The reference groups and committees are informed by a diverse range of views and a broad cross-section of the community and workplace. Individuals will be actively encouraged to engage with diversity, equity and inclusion initiatives using the guiding principles in this document.

**All of us at the Department of Justice** have a responsibility to support the strategy and associated actions.

# Our diversity, equity and inclusion priority areas

In understanding and addressing the unique and varied challenges experienced by diverse communities, as well as seeking to harness the benefits of a diverse, equitable and inclusive workforce, the Department has developed, or is in the process of developing, a number of individual actions which sit under this strategy. These will focus on the following priority areas:

**Aboriginal  
Employment**

**LGBTIQ+**

**People with  
Disability**

**Cultural and  
Linguistic  
Diversity  
including Faith**

**Employment  
of Youth and  
Older People**

**Gender Respect  
and Fairness**

It is critical that any Aboriginal related activities, strategies, and work are led and/or informed by Aboriginal people. This means putting Aboriginal voices and perspectives at the centre of any work the Department does.

Genuine inclusion is about more than simply creating Aboriginal employment opportunities, and the Department has a broader commitment to this work which is being progressed alongside this strategy.

# Embedding, enabling and normalising diversity, equity and inclusion practices across the Department

The strategy is a holistic approach to achieving an inclusive workplace environment. While individual action plans contain specific strategies to address any equity imbalances, the following guiding principles will help us achieve equitable employment opportunities and outcomes for all employees, in the areas of:

- Measurement and Accountability
- Attraction and Recruitment
- Employee Experience
- Community and Visibility

## 1. Measurement and Accountability

An evidence based approach will be adopted to inform best practice.

### Guiding principles:

- We will continue to improve our diversity, equity and inclusion performance by consistent and frequent analysis of its workforce data and employment policies and practices.
- We will continue to assess diversity, equity and inclusion strategies (to measure their effectiveness) and key recommendations, to inform, prioritise, further resource, improve or sustain our organisation's performance.
- There is clear leadership accountability and responsibility to drive change.

## 2. Attraction and Recruitment

Embracing and fully utilising the community we serve in Tasmania.

### Guiding principles:

- We develop and implement best practice contemporary recruitment practices that allow us to attract the widest pool of people from diverse backgrounds.
- We have fair and transparent recruitment processes that help to improve the representation of people from diverse backgrounds who are historically under-represented or underutilised.
- We have a business practice where roles can be worked flexibly, helping us to attract and retain diverse talent.

### 3. Employee experience

We actively consider and create employee experiences including equitable access to employment opportunities and outcomes.

Inclusive leadership and competency in working with and managing diversity is seen as a key management capability.

#### Guiding principles:

- We recognise the importance of diversity, equity and inclusion principles that allow us to be better managers and make better decisions.
- We develop our leaders' competency to work with and manage diversity.
- We examine, reflect and address any structural barriers that make our employment practices inequitable.
- Our culture and environment is one where people feel respected and valued and considers the health and safety of everyone.
- We have a shared sense of purpose and belonging.
- We actively pursue ways to bring out the best in our people.
- Our policies and practices are accessible, flexible, equitable and inclusive of all people.

### 4. Community and visibility

We are a leader in diversity, equity and inclusion practice.

#### Guiding principles:

- We aim to set the benchmark for inclusive practices across the Tasmanian State Service.
- We all play a part in helping the Government achieve its strategic policy objectives and its vision of inclusion, for the benefit of the Tasmanian Community.
- We promote and encourage the participation of diverse communities to ensure that our service delivery reaches all Tasmanians.
- We engage suppliers and corporate partners who are genuinely committed to inclusive practices.
- We celebrate the differences within our workplaces, with the knowledge that people are individuals with their own unique history, experiences, thoughts and motivations.



# The Department acknowledges that organisational change takes time

The following Organisational Diversity, Equity and Inclusion (DEI) Maturity Model shows five stages of maturity.

## Organisational Diversity, Equity and Inclusion Maturity Model

	Level 1	Level 2	Level 3	Level 4	Level 5
	<b>Compliance and risk minimisation</b>	<b>Aware</b>	<b>Committed and reflective</b>	<b>Aspirational and strategic</b>	<b>Authentic</b>
Individual	Defensive and tolerant	Understanding and passive	Accepting and appreciating	Valuing and reflective	Competent
Organisational Culture	Workforce is largely homogeneous and everyone is treated the same.	Awareness that DEI genuinely benefits the organisation.	Difference is accepted and people see benefits of DEI to them and the organisation.	Cultural systemic barriers are addressed and the 'playing field' leveled.	There is shared sense of purpose and belonging. The workforce is diverse.

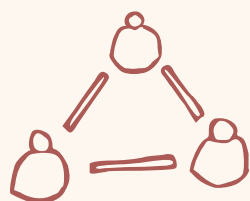
Our Department is responsible for delivering a diverse range of services to the Tasmanian community, and individuals, teams and Outputs will be at different stages of maturity.

Individuals and teams can move across these stages depending on their:

- level of awareness
- understanding
- need and commitment to diversity
- inclusion and equity principles and initiatives.

It is a transformational journey for both the individual and the organisation and every year we are looking to build our maturity and move to an authentic stage of diversity, equity and inclusion practice.

Our Departmental action plans will contribute to our growth and maturity in diversity, equity and inclusion.



Achieving authentic inclusion is realised when there is a shared sense of purpose and belonging and where everyone's contributions are included and valued.

# Diversity, equity and inclusion events

This has a dual purpose in both educating staff on some of the challenges faced by groups and individuals within the community but also showing support and inclusion to these communities.

The Department of Justice is a member of both the Diversity Council Australia and the Australian Network on Disability.

The Department recognises days of significance within the community throughout the year, including:

- International Migrants Day
- International Day of People with Disability
- International Day of Older Persons
- International Men's Day
- International Day for the Elimination of Violence against Women
- NAIDOC week
- National Reconciliation Week
- International Day Against Homophobia, Biphobia and Transphobia
- International Day for the Elimination of Racial Discrimination
- International Women's Day
- Tas Pride.

## References

1. Delivering through Diversity – McKinsey & Company 2018
2. Department of Justice Tasmania Strategic Plan
3. Chubb Insurance Group company case study – approach to diversity 2018
4. Equal Opportunity Tasmania
5. Intersectionality Definition
6. Diversity Council Australia
7. Victorian Department of Premier and Cabinet
8. ABC Australia.

## About the Department

### Our Aim

A safe, fair and just Tasmania

### Our Purpose

To promote the rule of law by ensuring an effective, efficient and accessible justice system; protecting and respecting rights; improving laws; and influencing positive behaviour and enforcing responsibilities.

### Our Structure

The Department delivers a range of services related to the administration of justice, legal services, corrections, rehabilitation and enforcement and regulatory and other services.

The Department also supports the Supreme and Magistrates Courts, together with various legal Tribunals, Boards, Commissions and protective jurisdictions.

A complete organisational chart is available on our [website](#).

## Further Information

Additional information regarding the Diversity, Equity and Inclusion Strategy 2023–2026 is available by contacting the Department's Manager, Diversity, Equity and Inclusion in Organisational Development and Design.

The Department's diversity, equity and inclusion action plans are available on the Intranet.



Tasmanian  
Government

Department of Justice